TRICARE Regional Appointment Standardization Business Rules Training Seminar

Measurement Tools
(Block 3)

David J. Corey, LTC, USA, MS, FACHE
Senior Program Analyst
Health Services Operations Support,
Program Operations, TRICARE
Management Activity
(703) 681-0039 / DSN 761
E-mail: david.corey@tma.osd.mil

Agenda

TRICARE Management Activity

- What measures are important to improve access?
- What measures are the bosses looking at?
- What measures are available on the TRICARE Operations web-site?
- What to look for to see if your MTF is improving?
- Can we game these measures?
- Pitfalls of gaming

What measures are important?

TRICARE Management Activity

- In the Appointment Standardization Commander's Guide to Access Success Appendix F there are several.
- They look at effectiveness, efficiency, of the appointment system
- Most are not automated
- May assist tiger teams as they convert to the standardized system of appointing

What measures are important?

TRICARE Management Activity

- Appointment Standardization Commander's Guide to Access Success Appendix F recommends these:
  - Number of beneficiaries served compared to planned appointments
  - Number of times requests for acute, routine, specialty, and wellness service were provided inside of the access to care standards
  - Number of appointments available to the MCS Contractor and the MTF and number and percent of visits booked by the MTF and MCS Contractor

What measures are important?

TRICARE Management Activity

- Appointment Standardization Commander's Guide to Access Success Appendix F recommends these:
  - Number and percentage of unused appointments compared to available appointments
  - Number of patients referred to the MCS Contractor network for not meeting access standards
  - Number of Emergency Room visits in the MTF and the network
  - Number of unscheduled visits/walk-ins at the MTF

What measures are important?

TRICARE Management Activity

- Appointment Standardization Commander's Guide to Access Success Appendix F recommends these:
  - Number and percentage of mis-booked appointments compared to total appointments booked
  - Number and percentage of no shows compared to the total appointments
  - Number and percentage of cancellations compared to the total number appointments
  - Number and percentage of refused appointments compared to the total number of appointments

What measures are the Bosses looking at?

TRICARE Management Activity

- Congress:
  - Are 90 percent our beneficiaries getting to their appointments at the appropriate time for Acute, Routine, Specialty and Wellness Services?
  - Are 90 percent of our beneficiaries satisfied with their care?
  - Is the DoD paying for services from a contractor to make appointments and then not using these services?

What measures are the Bosses looking at?

TRICARE Management Activity

- Defense Medical Oversight Council (DMOC):
  - Total cost of appointment operations
  - Cost per appointment
  - Number of MTF personnel employed making appointments
  - Number of MCS Contractor personnel employed making appointments
  - Percentage of appointments booked by the contractor and by MTF personnel
  - Number of MTF personnel let go after a contractor was hired to make appointments

What measures are the Bosses looking at?

- Air Force: MTF Standard Appointment Type Utilization Report
- Army: Health Care Access Model
- Navy: MTF Standard Appointment Type Utilization Report

What measures are the Bosses looking at?

TRICARE Management Activity

- TMA:
  - Managed Care Program (MCP) Utilization Summary Report
  - MTF Standardized Appointment Type Utilization Report
  - MHS Standardized Appointment Type Utilization Report
  - The Template Analysis Tool

MCP Utilization Summary Report

TRICARE Management Activity

- Purpose: Provides an MTF-level management tool to evaluate the degree of utilization of the Managed Care Program in CHCS
- Data Source: CHCS host. Produced Monthly
- Who Produces: TRICARE Operations Center
- Reporting Channels: http://www.tricare.osd.mil/tools

FACILITY		MCP APPTS	PAS APPTS	% MCP APPTS
Fort Sample MEDDAC	A	98	2	97-100
Anywhere NH	N	96	4	90-96
133rd Med Group	F	17	83	0-89

MCP Utilization Summary Report Region 6

TRICARE Management Activity

Parent DMIS	Child DMIS	Name	MCP/HCF Count	PAS Count	%MCP
13	13	314th MED GRP-LITTLE ROCK	1119	876	56.09%
62	62	2nd MED GRP-BARKSDALE	2228	0	100.00%
64	64	BAYNE-JONES ACH-FT. POLK	0	3375	0.00%
96	96	72nd MED GRP-TINKER	1535	1767	46.49%
97	97	97th MED GRP-ALTUS	935	0	100.00%
98	98	REYNOLDS ACH-FT. SILL	4230	0	100.00%
98	207	PINE BLUFF ARSENAL AHC	18	0	100.00%
110	110	DARNALL ACH-FT. HOOD	9418	904	91.24%
110	362	RED RIVER ARMY DEPOT AHC	0	68	0.00%
110	1592	MONROE CONSOLIDATED-FT. HOOD	1887	22	98.85%
110	1593	TMC-6- FT. HOOD	369	0	100.00%

MCP Utilization Summary Report Region 6

TRICARE Management Activity

Parent DMIS	Child DMIS	Name	MCP/HCF Count	PAS Count	%MCP
110	1597	TMC-10- FT. HOOD	15	0	100.00%
110	1599	TMC-12- FT. HOOD	28	0	100.00%
110	7236	BENNETT FAM CARE CLINIC - HOOD	1353	8	99.41%
112	112	7th MED GRP-DYESS	1832	0	100.00%
113	113	82nd MED GRP-SHEPPARD	1714	1549	52.53%
114	114	47th MED GRP-LAUGHLIN	587	0	100.00%
118	118	NH CORPUS CHRISTI	1896	162	92.13%
118	369	NBMC KINGSVILLE	239	29	89.18%
118	370	NBMC FORT WORTH	307	0	100.00%
118	656	NHBC INGLESIDE	383	0	100.00%
338	338	71st MED GRP-VANCE	293	97	75.13%
364	364	17th MED GRP-GOODFELLOW	543	218	71.35%

MCP Utilization Summary Report
All TRICARE Regions

TRICARE Management Activity

TRICARE REGION	MCP %
10	100.0%
2	99.5%
7	98.7%
1	97.7%
11	97.5%
13	96.9%
5	96.7%
3	96.1%
14	95.9%
8	95.0%
12	94.4%
15	93.7%
9	93.6%
4	90.1%
6	76.0%

MTF Standardized Appointment Types Utilization Report

TRICARE Management Activity

- Standard Appointment Types Utilization Percent =

$$\frac{\text{Appointments Available Using the Standard Appointment Types}}{\text{Total Number of Appointments Available}}$$

- Purpose: To display the degree that MTFs are using the standard appointment types
- Goal: 90% of all MTF appointments available are one of the standard appointment types.
- Data Source: CHCS Host
- Who Produces: TRICARE Operations Center
- Reporting Channels: On the TMA TOC web site

Where is Region 6 At?

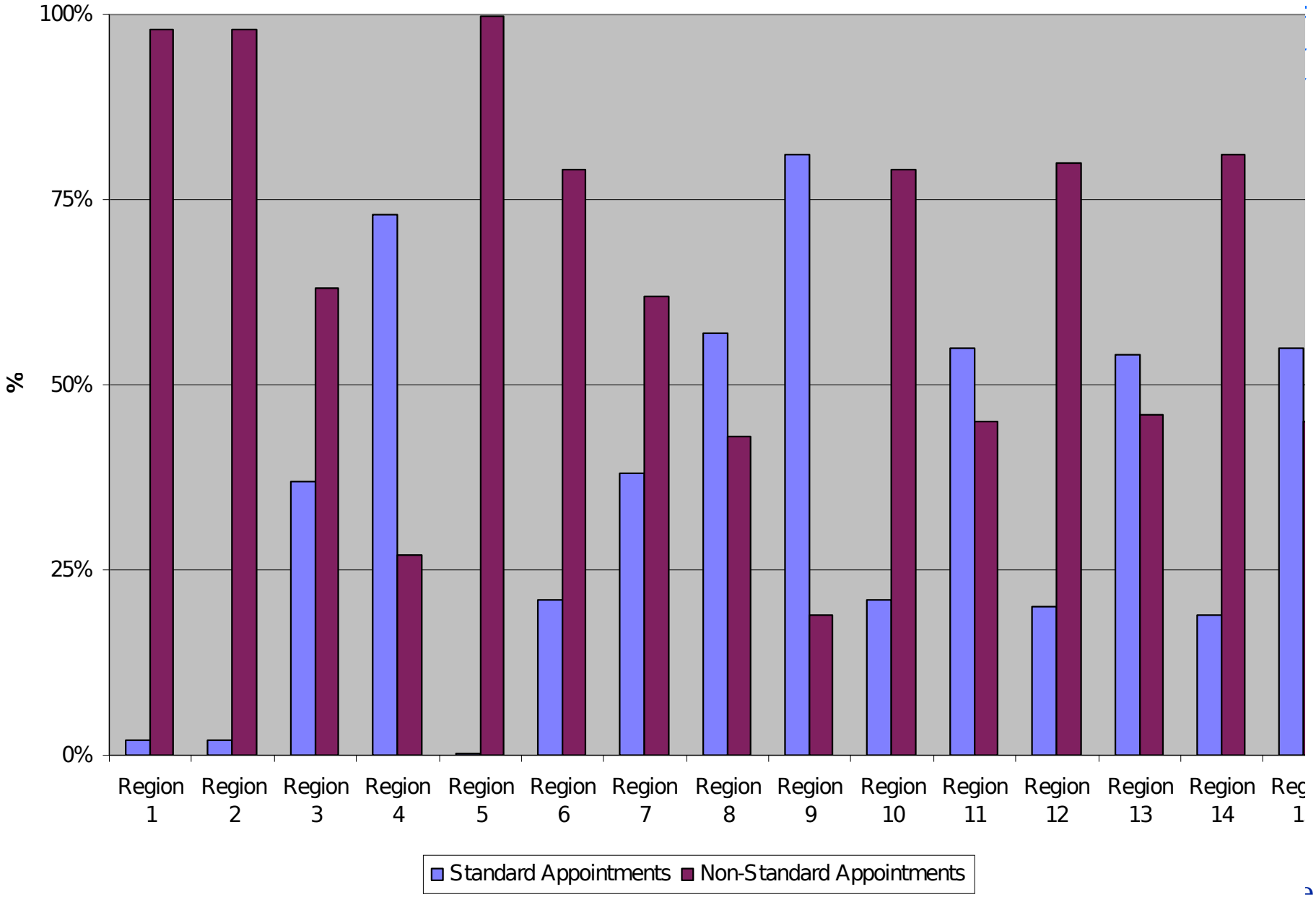
DMIS	DMIS Name	Start	End	Std Appt Type Count	Appt Slot Count	NonStd Appt Type Count	NonStd Appt Slot Count	% Std Appt Type Slots
13	314th MED GRP-LITTLE ROCK	16 Apr 01	21 May 01	11	3909	40	6896	36%
62	2nd MED GRP-BARKSDALE	16 Apr 01	21 May 01	11	9613	6	406	96%
64	BAYNE-JONES ACH-FT. POLK	16 Apr 01	21 May 01	8	9854	25	7231	58%
96	72nd MED GRP-TINKER	16 Apr 01	21 May 01	7	8863	16	1848	83%
97	97th MED GRP-ALTUS	16 Apr 01	21 May 01			10	4359	0%
98	REYNOLDS ACH-FT. SILL	16 Apr 01	21 May 01	7	2817	52	16737	14%
109	BROOKE AMC-FT. SAM HOUSTON	15 Apr 01	18 May 01	2	391	140	48546	1%
110	DARNALL ACH-FT. HOOD	16 Apr 01	21 May 01	4	2463	121	41645	6%
112	7th MED GRP-DYESS	16 Apr 01	21 May 01	1	60	26	6020	1%
113	82nd MED GRP-SHEPPARD	16 Apr 01	21 May 01	8	4082	70	18360	18%
114	47th MED GRP-LAUGHLIN	16 Apr 01	21 May 01	9	3393	20	1032	77%
117	59th MED WING-LACKLAND	15 Apr 01	18 May 01	8	15130	143	47698	24%
118	NH CORPUS CHRISTI	16 Apr 01	21 May 01	8	7075	14	3530	67%
207	PINE BLUFF ARSENAL AHC	16 Apr 01	21 May 01			2	159	0%

Where is Region 6 At?

TRICARE Management

DMIS	DMIS Name	Start	End	Std Appt Type Count	Std Appt Slot	NonStd Appt Type Count	NonStd Appt Slot Count	% Std Appt Type Slots
338	71st MED GRP-VANCE	16 Apr 01	21 May 01	8	1927			100%
362	RED RIVER ARMY DEPOT AHC	16 Apr 01	30 Apr 01			8	360	0%
363	311TH MED SQUAD-BROOKS	16 Apr 01	18 May 01	4	582	4	317	65%
364	17th MED GRP-GOODFELLOW	16 Apr 01	30 Apr 01			22	1574	0%
365	KELLY CLINIC	16 Apr 01	18 May 01	6	1637	4	298	85%
366	12th MED GRP-RANDOLPH	16 Apr 01	18 May 01	1	520	64	6557	7%
369	NBMC KINGSVILLE	16 Apr 01	02 May 01	5	740	2	28	96%
370	NBMC FORT WORTH	16 Apr 01	21 May 01	1	21	7	1250	2%
656	NHBC INGLESIDE	16 Apr 01	11 May 01	7	175	9	1162	13%
1587	TMC MCWETHY-FT. SAM HOUSTON	16 Apr 01	18 May 01			10	701	0%
1592	MONROE CONSOLIDATED-FT. HOOD	16 Apr 01	08 May 01	2	820	19	1614	34%
1593	TMC-6- FT. HOOD	16 Apr 01	21 May 01	1	526	4	1889	22%
1597	TMC-10- FT. HOOD	16 Apr 01	21 May 01			2	103	0%
1599	TMC-12- FT. HOOD	16 Apr 01	26 Apr 01			4	92	0%
1745	USAF TROOP CLINIC LACKLAND	16 Apr 01	18 May 01	6	1658	18	2818	37%
7236	BENNETT FAM CARE CLINIC - HOOD	16 Apr 01	21 May 01	2	1100	17	1929	36%

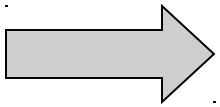
Standard Appointments as a % of Total Appointments



Where Is TRICARE Region 6 At?

TRICARE Management Activity

HSR	% Std Appt Type Slots	HSR	% Std Appt Type Slots
01	6%	08	78%
02	7%	09	94%
03	43%	10	41%
04	78%	11	59%
05	11%	12	16%
06	26%	13	66%
07	40%	14	22%
		15	66%



Where Is TRICARE Central At?

TRICARE Management Activity

HSR	% Std Appt Type Slots	HSR	% Std Appt Type Slots
01	6%	08	78%
02	7%	09	94%
03	43%	10	41%
04	78%	11	59%
05	11%	12	16%
06	26%	13	66%
07	40%	14	22%
		15	66%

MTF Standardized Appointment Types Utilization Report

TRICARE Management Activity

- A final word:
  - The Appointment Standardization Program Update which includes this data is sent out weekly through the TMA Program Office and the Director of TMA to the Deputy Surgeon's General
  - The Appointment Standardization Integrated Program Team is provided this data at the Regional Level on a weekly basis
  - You can view this data at: http://www.tricare.osd.mil/tools to see how your MTF is doing

MHS Standardized Appointment Types Utilization Report

TRICARE Management Activity

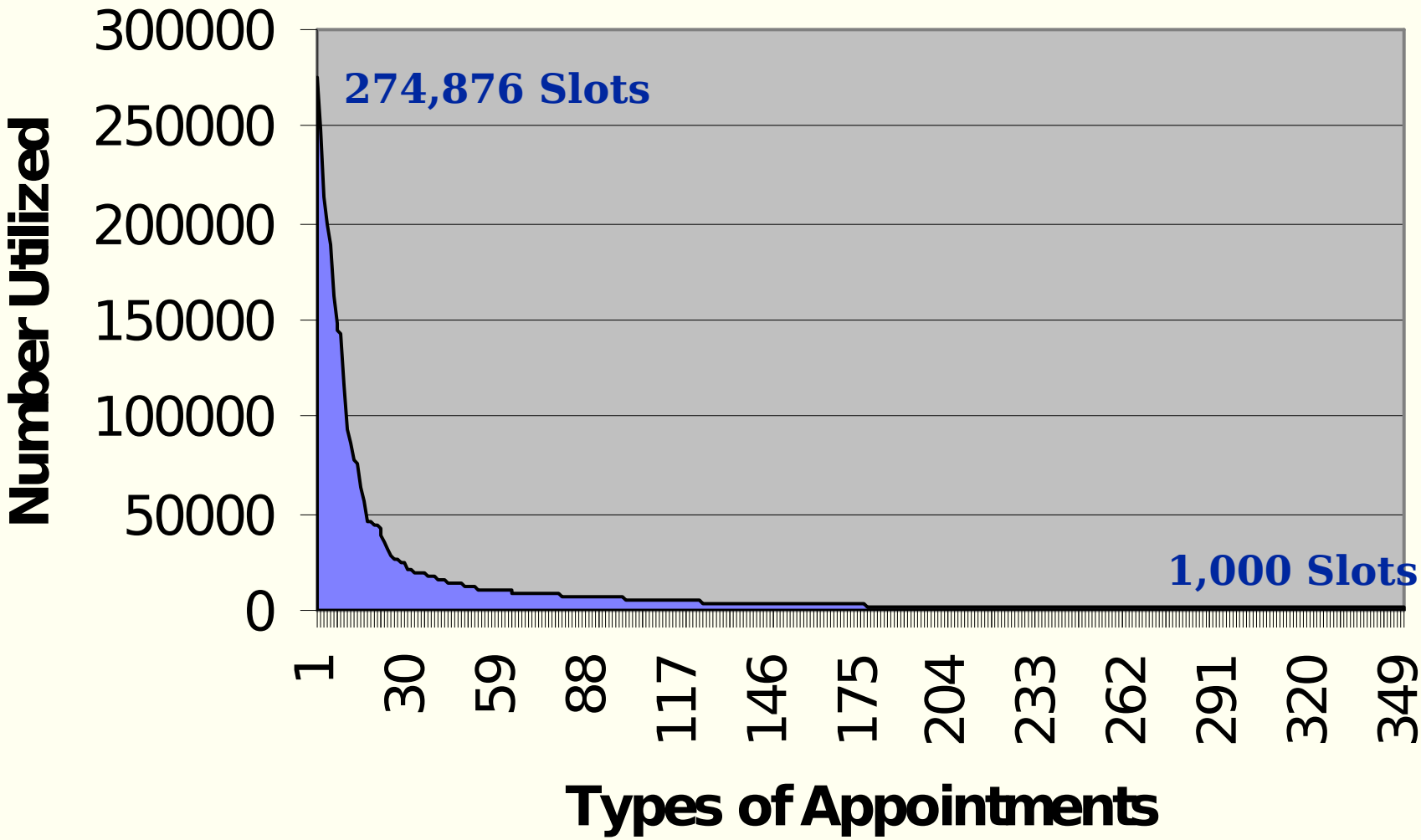
- Measures the usage of all appointment types in the schedule entity files of all CHCS hosts in the MHS
- Report is produced weekly by the TRICARE Operations Center
- The report reviews types of appointments located in the schedule entity file for 28 days prior (seen appointments) and 35days before (planned appointments) the day of the report
- It rank orders from top to bottom the number of current slots using each appointment type; maps it to a standard appointment type and gives the number of MTFs using the appointment type
- Allows for analysis of the magnitude of the problem of use of non-standard types of appointments across the MHS

MHS Standardized Appointment Types Utilization Report

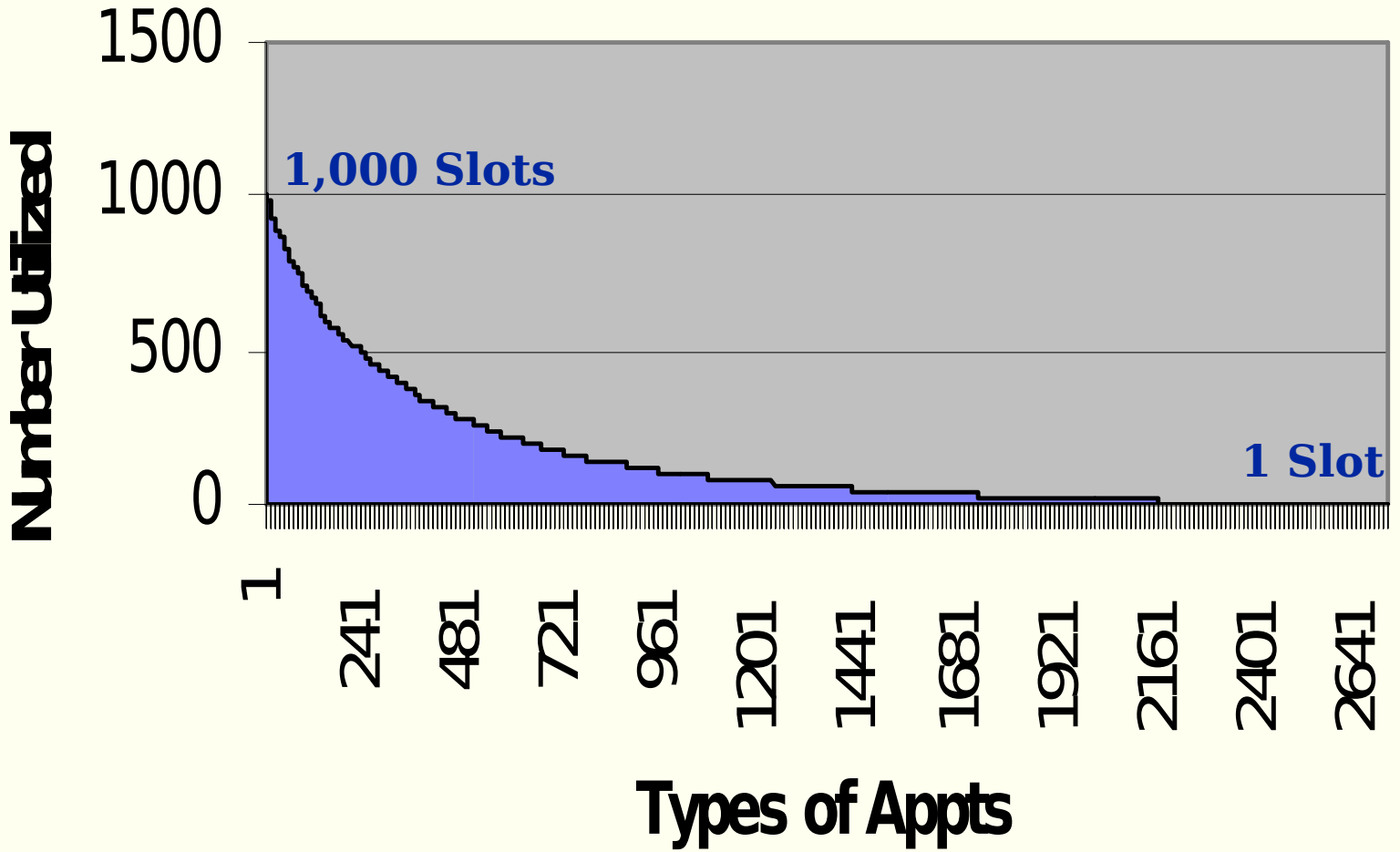
TRICARE Management Activity

- Presently there are 3058 appointment slots in use during the 63 day report window
- The most popular appointment type has 274,876 slots in use at 142 MTFs and it is a standard appointment type
- At the 350th most used appointment type, there are 1000 slots of that type in use at 10 MTFs
- At the 1058th most used appointment type, there are 171slots of that type in use at one MTF
- At the 2058th most used appointment type, there are 31 slots of that type in use at one MTF
- At the 2940 to 3958th most used appoint types, there are 1 slots of those types in use at one MTF

MHS Standardized Appointment Types Utilization Report



MHS Standardized Appointment Types Utilization Report



MHS Standardized Appointment Types Utilization Report

(Top Twenty)

TRICARE Management Activity

txtApptTypeCode	txtApptTypeName	txtAccessStdName	lngApptTypeCount	intDMISUserCount	bStdApptType
EST	Established FU (Std Appt)	Other	274876	142	TRUE
ROUT	Routine (Std Appt Type)	Routine	248781	154	TRUE
ROU	Routine	Routine	213576	135	FALSE
APV	Amb Procedure Visit (Std)	Specialty	199377	28	TRUE
ACUT	Acute (Std Appt Type)	Acute	189700	103	TRUE
SDA	Same Day Appointment	Acute	162646	108	FALSE
NEW	NEW APPT	Routine	148087	178	FALSE
FU	FU APT	Other	145340	77	FALSE
WELL	Wellness (Std Appt Type)	Wellness	143052	126	TRUE
FOL	FOLLOW UP	Other	115699	83	FALSE
SPEC	Specialty-Init (Std Appt)	Routine	92728	99	TRUE
ACUTE	SAME DAY APPOINTMENT	Acute	86431	61	FALSE
PROC	Procedure (Std Appt Type)	Specialty	77562	159	TRUE
!NW	NEW OR ROUTINE	Routine	75568	26	FALSE
!AC	ACUTE	Acute	64380	23	FALSE
ACU	ACUTE APPOINTMENT	Acute	55693	31	FALSE
!EB	ESTABLISHED BRIEF	Other	46293	22	FALSE
EST$	Estab F/U (Std-MTF Book)	Other	45415	38	TRUE
ROT	ROUTINE	Routine	44374	23	FALSE
ROUT$	Routine (Std-MTF Book)	Routine	44336	27	TRUE

TRICARE
TRICARE Management Activity

Well Dave…Uh LTC Corey…
That's all well and good to use the MHS Stnd Appt Types Util Report,but what does a poor smuck like me have to see if the clinics have stopped using non-standard appointment types?

Template Analysis Tool

TRICARE Management Activity

- Purpose: Provides an MTF-level management tool to evaluate scheduling adequacy/sufficiency of a clinic's work plan (schedules/templates) of support TRICARE Prime access standards.
- 2 Views: A **prospective** or planned view of the number of appointments available by type and a **retrospective** or the executed view of what appointments were actually seen by type
- Data Source: CHCS host
- Who Produces: TRICARE Operations Center
- Reporting Channels: On the TMA TOC web site
  http://www.tricare.osd.mil/tools/

Template Analysis Tool

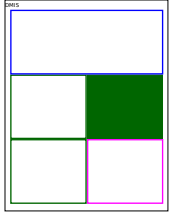
TRICARE Management Activity

- It provides a view of the non-standard appointments types being used in each clinic
- It is to the fouth level MEPRS code
- It is mapped to the access to care categories and the standard appointment types
- The TAT is downloaded daily
- They are the exact feeds that go to both the MTF and the MHS Standardized Appointment Types Utilization Reports

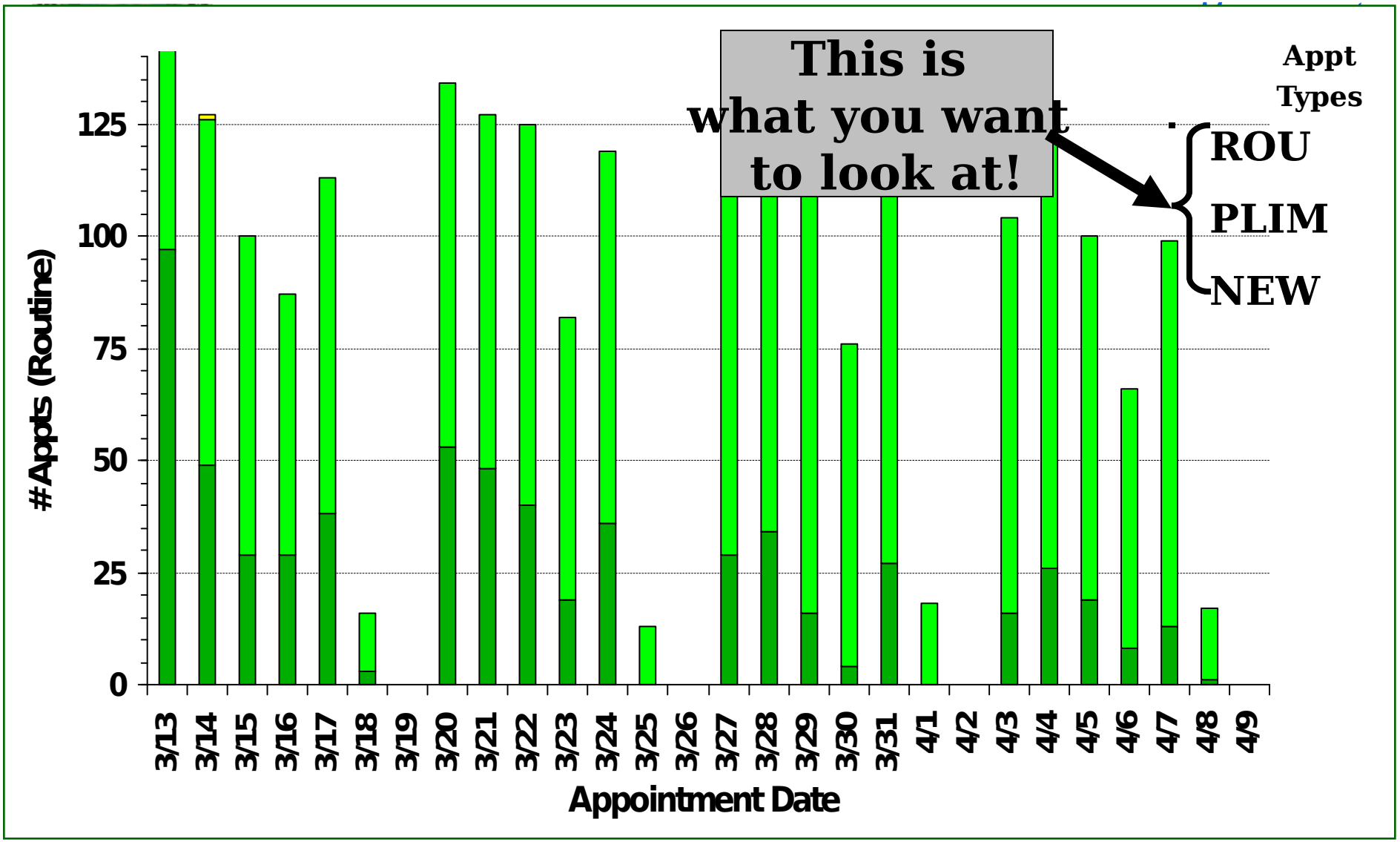
NNMC BETHESDA

DMISID: 67
MEPRS4: BHAA

PRIMARY CARE DEPT
Routine Appointments
(Next 4 Weeks)



TRICARE



What to look for to see if your MTF is improving

TRICARE Management Activity

- ☐ Decreased no-show and cancellation rates
- ☐ Increased met rates on the ATC Summary Report for Acute, Routine, Specialty and Wellness services
- ☐ Decreased waiting times on the ATC Summary Report
- ☐ Decreased usage of appointments in the network to include ER and regular office visits
- ☐ Less unfilled appointments
- ☐Increased percentages on the MTF Standardized Appointment Types Utilization Report

What to look for to see if your MTF is improving

TRICARE Management Activity

- Decreased numbers of appointment types on the MHS Standardized Appointment Types Utilization Report
  - If you don't see your type, you know you're doing good
- Decreased numbers of appointment types on the TAT
- If that man who always complains brings in an apple pie and says, "Thanks, this is for you, I got right in for my appointment!"
- If your facility is selected as the first one to get web-appointing.

Can we game these measures?

(Or…how to look good…fast?)

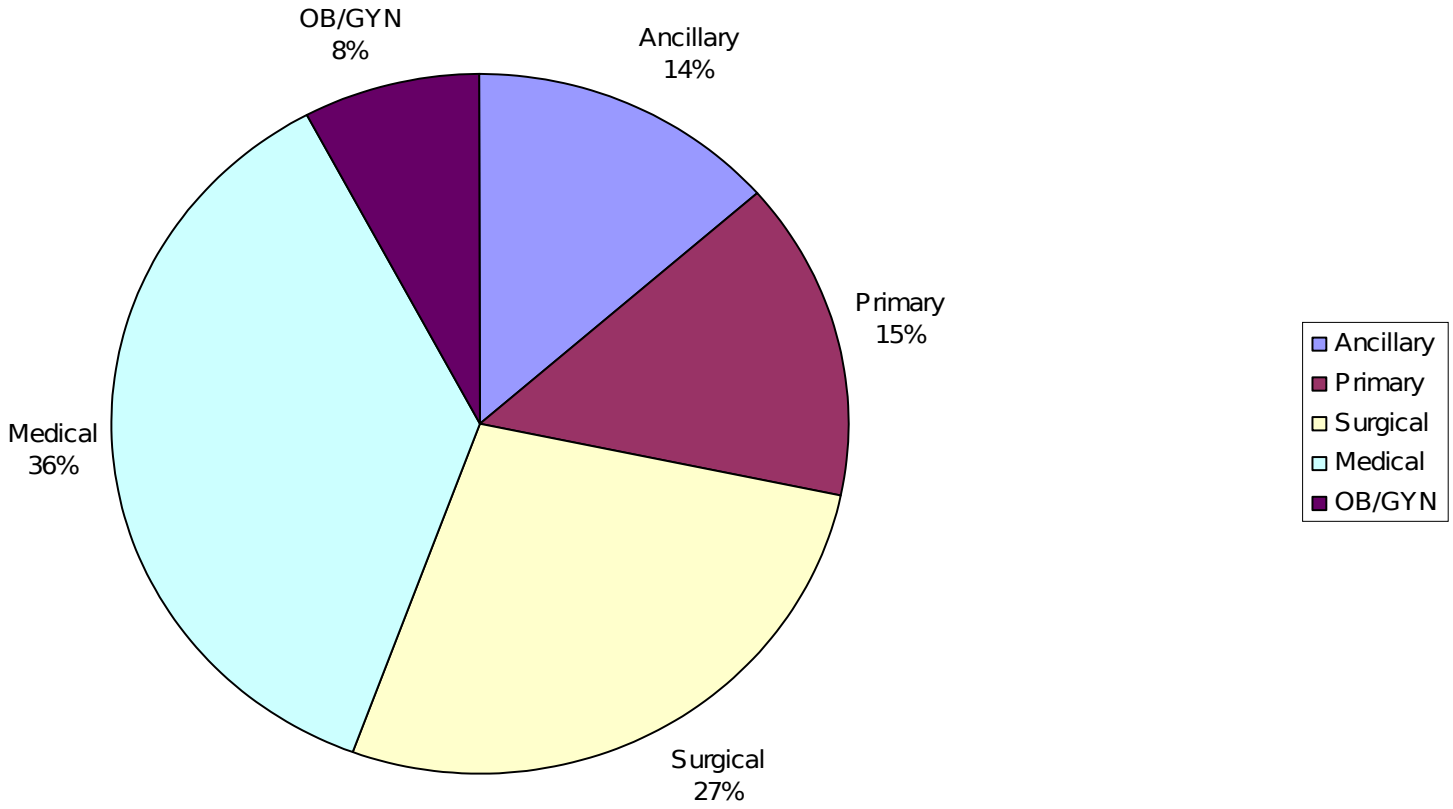
TRICARE Management Activity

- You can make marked improvement on converting high numbers of appointments you book using standard appointment types
- You need to look at those clinics where the majority of your appointments are booked and convert these clinics to the standardized methodology as soon as possible
- Use the TAT, Access Measurement Tool, World Wide Work Load Report, ADS to see the mix of primary care and specialty clinics and appointments

Landstuhl Regional Medical Center

TRICARE Management Activity

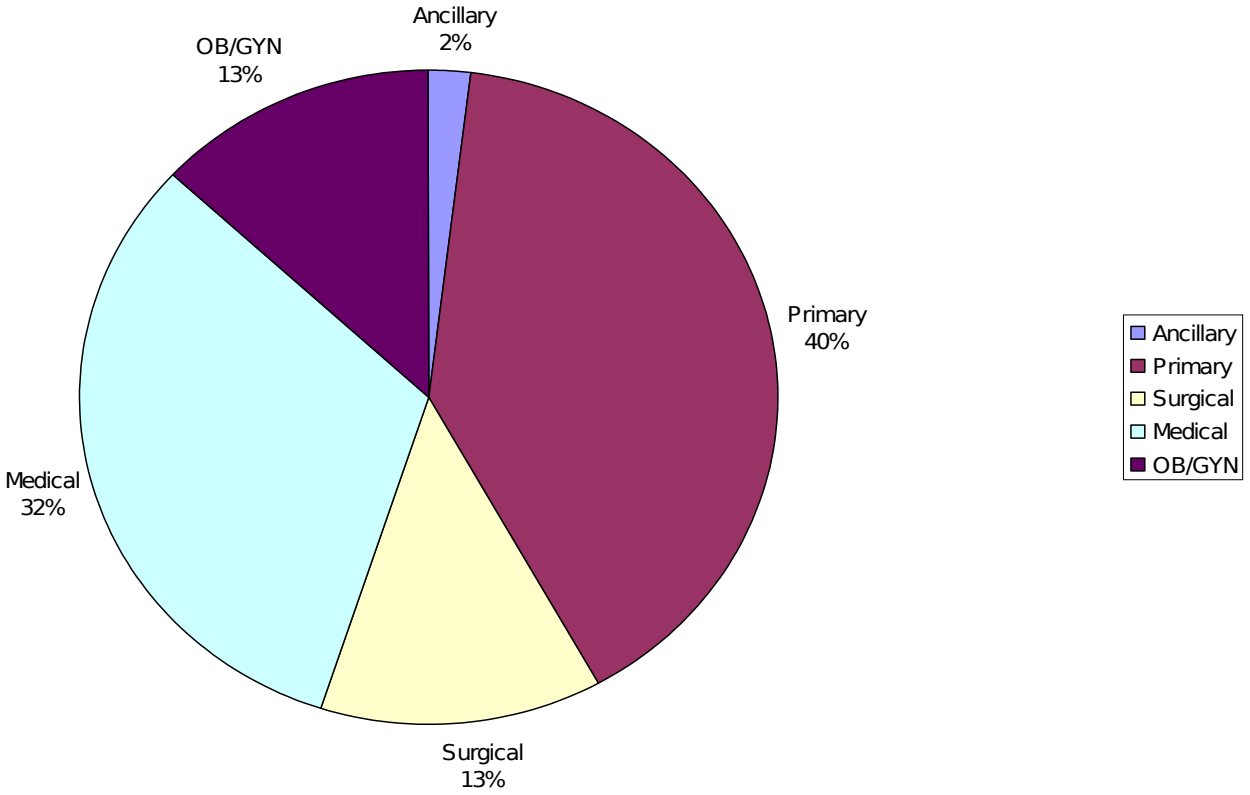
APPOINTMENTS BY SPECIALTY



Naval Hospital, Naples

APPOINTMENTS BY SPECIALTY

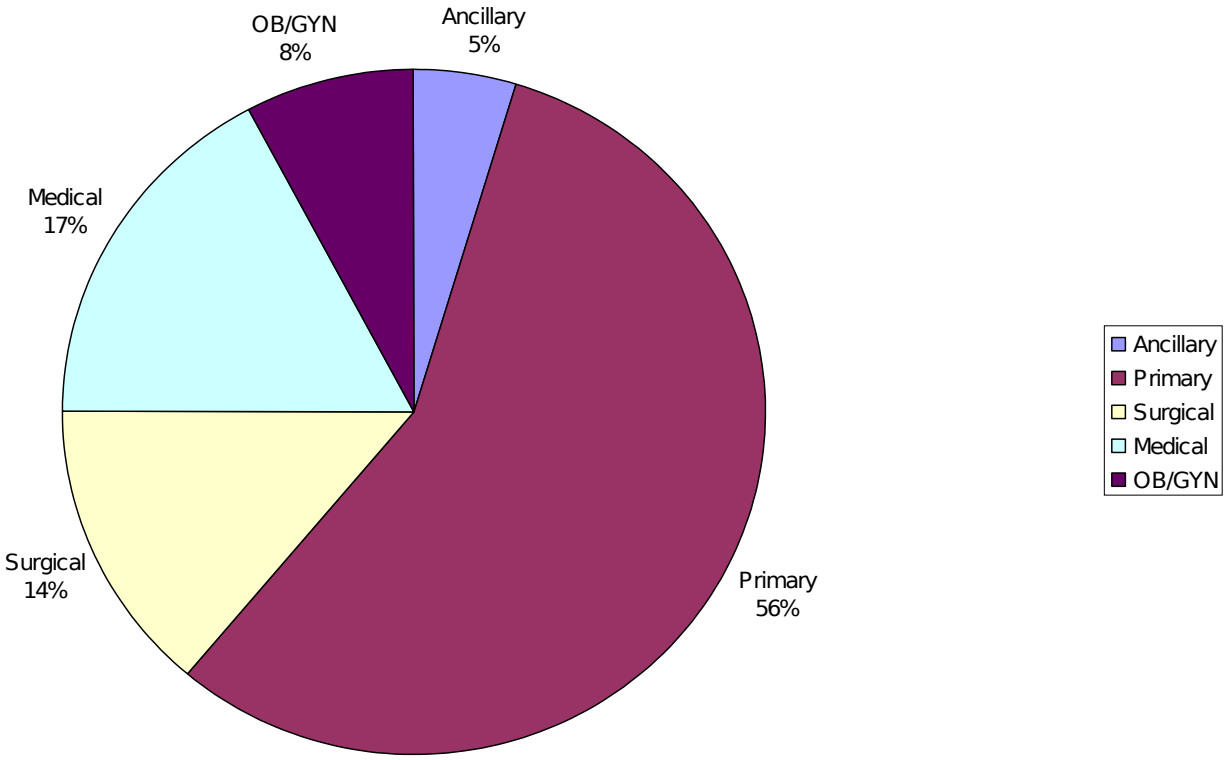
TRICARE Management Activity



48th Medical Group - Lakenheath

TRICARE Management Activity

APPOINTMENTS BY SPECIALTY



Pitfalls of Gaming

TRICARE Management Activity

- You want to make sure that your system is thoroughly analyzed prior to conversion for what types and detail codes you want to have for appointments. If you don't, the conversion software coming in October won't work
- You want to make sure that your staff, to include providers and information systems personnel know the business rules about appointment standardization
- If you convert without personnel knowing the operational definitions of appointments, how these appointments are combined with slot comments, and the business rules, you won't have a standard system and you won't put...

The Right Patient, with the Right Provider

At the Right Time and the Right Place